

This has been a most challenging year, but we continue to make considerable progress on the People front and we are beginning to see the fruits of the Strategic Defence Review's commitment to establish a 'Policy for People'. The launch of the Armed Forces Overarching Personnel Strategy (AFOPS) in February 2000 gave a clear statement by Ministers and the Service Chiefs of their intention to place 'Service Personnel and their families at the centre of our plans, investing in them and giving them confidence in their future'.

Linked with this overarching strategy and underlining the joint nature of today's business, a Naval Personnel Strategy (NPS) has also been issued for the first time. This document will be a powerful catalyst for change and gives strategic direction across the whole range of personnel issues. It will improve our performance in looking after our people properly from recruitment through to pension and beyond; a 'cradle to grave' approach which incorporates a strong emphasis on support for families and what have been termed 'family friendly policies'.

A completely revised and updated edition of Personnel Functional Standards (PFS) has been launched alongside NPS. This is the first time that PFS have been extensively reviewed and updated since they were originally published in 1993. I consider this to be an essential management tool to ensure that Naval Service personnel are properly looked after throughout their Service careers - whatever organisation they may happen to work in. The overall service conditions package available to people in the Naval Service is comprehensive and PFS condenses the key points into one readable publication - made even more so by some typically apposite Tugg cartoons.

Looking back over other achievements, recruiting in 1999 - 2000 was the best for five years. Our recruiting drive has seen the introduction of the Short Engagement Seaman and, following this successful example, the Steward (Short Engagement). These two initiatives are drawing new recruits through a shorter

training regime rapidly to reduce gapping at sea. Our efforts to increase recruiting from the Ethnic minorities has resulted in application rates doubling in the last year, but we still have some way to go before we shall be properly representative of the society which we serve. It is vital that we broaden our recruiting base as much as possible, not only to reflect the make-up of our national population but to tap the enormous talent that exists in society and attract both male and female recruits in a most competitive market place.

But recruiting is only half the equation and the need to improve retention has led to some welcome

improvements to terms and conditions of service in the last year. The Operational Welfare Package has provided some major 'Quality of Life' improvements for those serving in the front line, including Welfare Telephone Allowance (WTA), Free Forces Aerogrammes (Blueys), Newspapers, Recreational Library Books and Post Operational Tour Leave (POTL - for those not entitled to Sea going leave). The Longer Service at Sea Bonus has also been enhanced to compensate those people who have suffered an exceptional level of separation. Meanwhile the "Learning Forces" initiative is gaining momentum. We already have some 160 training courses which are accredited by around 25 different Awarding Bodies, with plans well underway for 90% of new recruits to achieve NVQ level 2 within 3 years of joining. There have also been significant changes in career management, with the advent of Drafting and Career Management Liaison Offices in Devonport, Portsmouth and Faslane to provide local drafting and career management advice for all ratings in the Base Port areas.

A key commitment is to ensure that manpower balance is achieved in 2002. We have suffered the effects of overstretch for too long as a result of under recruiting in the mid 90s and the subsequent gapping but, after a number of difficult years on the manpower front, the situation is improving. There are still areas of considerable pain, but the decline has been arrested and current forecasts show us on track.

One of the principal recommendations of the Bett Review in 1995 was that the Service should conduct regular strategic reviews of their Manpower and the

RN/RM is now undertaking this with 'Project Topmast'. Changes in society, a tighter financial regime and different manning requirements of newer classes of ship demand that we explore new ways of manning the Service over the next 15 years and beyond. This is likely to require much more flexibility in both branch structures and employment patterns. The Review Team is tasked to develop a new manning process to meet the Operational Capability demands of the Service which is achievable, affordable and sustainable, while taking into account the need of our individual Service men and women to feel able to plan their lives better, despite the demands on them implicit in the high operational tempo of the Fleet. It is highly unlikely that we shall be able to continue with the present system of personnel management. New manning systems trialed in HMS SCOTT and the Sixth Frigate Squadron, together with those systems which work best in the Submarine Flotilla, Fleet Air Arm and in the Royal Marine Corps, offer useful pointers. But perhaps the most significant development which will facilitate better personnel management will be the ability to measure harmony of the individual (rather than his/her ship or unit, as at present) from April 2001.

Meanwhile, considerable effort is being expended on the Navy's involvement in the many areas of work embraced by the Defence Training Review (DTR). Due to report in March 2001, the DTR is examining the requirement for individual training and education across the Ministry of Defence as a whole. A key strand of this work aims to rationalise the training estate, Defence wide. A review of the Naval training estate – the most comprehensive and robust analysis of shore training to date – has already completed. It has identified a strategy of rationalisation that would both enhance the contribution made by individual training to Operational Capability and enable it to be provided more cost effectively than at present.

The new pay system, known as 'Pay 2000' (already late but now coming good), and improvements in married quarters and single living accommodation are continuing to attract a good deal of attention and work. These are all very important areas of work and although good progress is being made, there is a great deal more to do.

It is absolutely fundamental that we listen to our people's concerns and my Personnel Liaison Team (PLT) continues to report personally, providing invaluable feedback which is factored into subsequent discussions and decisions. Taken alongside the Continuous Attitude Survey (CAS) and personal visits, we are able to ensure the views of our people from AB to Admiral are canvassed. Typically, the plans for the much improved accommodation in the Type 45 were a direct reflection of the strength of feeling registered by the PLT and noted in CAS.

However advanced our technology, it remains a fact that our sailors and Royal Marines are the greatest single factor in any military operation involving the Naval Service. It is more important than ever that, by our actions and in our priorities, this is evident to all of them.

The new Naval Personnel Strategy (NPS) was launched in September and has now been distributed widely wherever RN personnel are employed.

Progressing the Strategic Defence Review commitment to produce a 'Policy for our People' and drawing together the Navy Strategic Plan and the Armed Forces Overarching Personnel Strategy (AFOPS), the Royal Navy's own 'Policy for People' has been set out in a single policy document. Readable and user friendly, it is an engine for change and provides the blue print for placing Naval and Royal Marines personnel and their families at the centre of our plans, investing in them and giving them confidence in the future.

The NPS lays out the 28 personnel strategies of AFOPS and mounts these on a lifelong framework of five key Naval personnel themes:

- Recruiting and Training.
- Career Management.

- Health Welfare and Recreation.
- Recognition.

Under these headings the NPS explains our present position, sets out the key areas for improvement in clear terms and highlights the initiatives that have already been taken and those to which we are committed. The link with AFOPS will ensure that employers outside the Naval Command, who may not be familiar with Naval regulations and conditions of service, will have clear guidance on our personnel strategy.

The NPS not only provides direction for our policies, it defines the essential factors required to care for our people and it recognises the personal issues that will face individuals from new entry to retirement.

Aimed at the Command chain down to Divisional Officer level, the NPS is a working document. It will be reviewed every two years and has targets against which it will be judged. Feedback will be gained through the 2SL Personnel Liaison Team, the Continuous Attitude Survey, key nominated individuals known as 'People Champions' and the chain of Command. This will ensure that we maintain a policy that is not only in tune with the needs of our people but meets the unique demands of those in a professional fighting force.

For the first time NPS presents the Royal Navy's 'People Policy' under one cover. It is the strategy, vision and direction for the future of naval personnel and essential reading for all those who lead and manage 'the greatest single factor'.

Personnel Functional Standards

By Commander N J K Dedman, DNSC1

From its introduction in 1993, Second Sea Lord's Personnel Functional Standards or 'PFS' as it has become to be known, has provided in one handy document those key terms and conditions of service which govern the lives of Naval Service personnel and, to a certain extent, their dependants. It is a very important document and is an essential management tool in ensuring that Service personnel receive the best possible conditions throughout their Service careers. PFS has undergone a major revision during 2000 and was re-published in the Autumn. Although a stand-alone document, PFS is very much part of the Naval Personnel Strategy (NPS) which has been developed in the light of the Navy Strategic Plan and the Armed Forces Overarching Personnel Strategy (AFOPS). Whilst the Navy Strategic Plan, AFOPS and NPS provide clear guidance, direction and strategic goals for Service personnel policies, PFS is the product of current policies. These policies are constantly being attuned to the needs of the Service and the individual. Working practices, evolving from new legislation, the increasing joint nature of the way we do our business and the multi-cultural society within which we live continues to influence service conditions and these are reflected in PFS.

A new regime has been developed to report up through the Command Chain, ultimately to the Navy Board, those areas where PFS are being seriously breached. PFS deals with fundamental service conditions and, as such, need to be constantly monitored so that management action can be initiated when breaches are detected. There will always be the need to balance the demands of the Service with the aspiration of the individual, and on occasions PFS will be breached. There is nothing new in that, nor should people view PFS as a 'Service Conditions Charter'; PFS were never set up to be so. However, what PFS do achieve is the commitment of budget holders to satisfying laid down service conditions, and their commitment to remedy those areas of shortfall. In the first instance, this action will be at unit level, with progressive involvement through the command chain to the appropriate HQ when remedial action requires higher management attention to resolve. There may be genuine occasions when PFS are breached, generally for operational and resource reasons, but these need to be reported so that early

management action can be put in place and where necessary the reasons for non-compliance communicated to those affected. This may even require Navy Board intervention and, as such, PFS forms an integral part of the Navy Performance Plan which is reviewed by the Board every three months.

The overall service conditions package available to Naval Service personnel is a comprehensive one and PFS are designed to raise awareness of the extent of the benefits which the Naval Service provides. These are designed to offer a rewarding and challenging career whilst compensating for the demands that Service life places upon us all. As a way of illustrating this, the list below summarises some of the key benefits within PFS which make up the service conditions package and is indicative of the broad nature of what is offered to Service personnel.

- Provision of Service accommodation
- Assisted House Purchase Scheme
- Security of employment
- Free Sport and opportunities for adventurous Training
- Paid annual leave
- Eligibility for additional leave
- Access to lifelong learning
- Civilian accreditation opportunities
- Pastoral and Spiritual care
- Comprehensive pay and allowance package
- Armed Forces Pension Scheme
- Free medical and dental care for serving personnel
- Comprehensive Resettlement package
- Specialist Welfare support
- Free leave travel warrants for entitled personnel

PFS in the right perspective and the occasional 'tugg cartoon induced smile is not out of place, even when dealing with the serious subject of our terms and conditions of service.

The Navy Strategic Plan 2000-2015 identified that 'success depends above all on our people'. Among the areas for improvement it highlights the requirement to 'establish structures for manpower which provide the Service with greater flexibility for employing and deploying people, whilst not placing excessive demands on individuals and by giving the individual the opportunity to influence his or her career progression'. This requirement is being met by the Drafting and Career Management Liaison Offices (DCMLOs) recently established in all three Naval bases.

These satellites of the Naval Drafting Directorate have been developed from the Continuity Drafting Trial in the Sixth Frigate Squadron that was instigated in April 1999. Unlike continuity drafting the DCMLOs' advisory role is much broader and available to ratings in every specialisation. In direct contrast to the traditional but happily disappearing perception that Drafty is a detached and impersonal manning organisation content to hammer square pegs into round holes, DCMLOs are now the water-front gateway to Drafty. They provide advice, information and support to individuals, Divisional Officers, and Heads of Department on drafting and career management.

Each office is run by an experienced team headed by a Warrant Officer. WO Mick Cooke MBE in Portsmouth has recently come from 251's Personnel Liaison Team, WO George Morton MBE in Faslane is the senior serving SM Coxn, while WO Barrie Cooke in Devonport has been responsible for the excellent early successes of the Continuity Drafting Trial in the Sixth Frigate Squadron. Through a live link to NMMIS, the RN's manpower management database, each DCMLO is ideally equipped to advise not only on a rating's next career steps, but to look at specific drafts and their requisite qualifications. Armed with this information, the rating can then volunteer for particular drafts or change his/her preferences. Although the drafting desks at Centurion are always

keen to answer queries and assist individuals, their primary task is to support units by manning to Schemes of Complement in accordance with current priorities, so they are greatly assisted by the DCMLOs taking on the Help Desk burden. In a sense, the DCMLOs are regional 'extensions' to Centurion.

Notable successes so far have been achieved by bespoke personal advice on branch transfer, also by encouraging suitable volunteers for special duties and exchange and IFS drafts through face to face interview. The Independent Review recommended that drafting and appointing be more closely aligned and this initiative is a major step toward that end. DCMLOs are a supplement to the divisional system, not a replacement for it. Details about interviews with individual ratings are fed back both to Divisional Officers and to the appropriate drafting desk at Centurion. What the DCMLO offers is much more up to date information and the innovative solutions that come as a direct benefit of close daily contact with the Drafting Sections at Centurion building.

Another benefit is the ability of the DCMLOs to co-ordinate the local employment of those temporarily medically unfit for sea service. Working closely with the Manpower Allocation Control Centre Offices (MACCO) within units in the Base Port area, the DCMLOs are able to make best use of this temporary shore time. For ambitious young men and women not to be able to progress their training because of a relatively minor illness or injury is intensely frustrating. The DCMLOs have been able in many cases to arrange loan drafts and tailored secondments for ratings in reduced medical categories, which have enabled these individuals to progress their training and career development despite not being at sea.

Some who remember Port Drafting might consider that we seem to have come full circle. This is not the case as final responsibility for drafting still remains firmly with the centralised Drafting Commanders at Centurion.

The Armed Forces Code of Social Conduct

In January 2000, in parallel with the change in the policy towards the employment of homosexuals, the Armed Forces introduced a Code of Social Conduct which applies to all members of the Regular and Reserve Forces. Having been reviewed and approved by Parliament in 1995/96, in September 1999 the blanket ban on service by homosexuals in the Armed Forces was judged as being unlawful by the European Court of Human Rights, a decision which came at a time when the European Commission was separately formulating proposals for an extension of discrimination legislation to outlaw discrimination at work on the grounds of sexual orientation. An individual's sexual orientation has, as a result, become regarded purely as a private matter.

In order to set down minimum standards of conduct which all individuals could follow, whatever their sexual orientation, the Chiefs of Staff issued guidance to Commanding Officers on dealing with the social conduct of individuals which could impinge on the operational effectiveness of units. The Code of Social Conduct was born.

The Code is based on the overriding operational imperative to sustain team cohesion and to maintain trust and loyalty between commanders and those they command. This imperative imposes a need for standards of social behaviour which are more demanding than those required by society at large. Such demands are equally necessary during peacetime and on operations in a tightly knit military community in which there is a need for mutual respect and a requirement to avoid conduct which offends others. The Code is therefore designed to give straightforward guidance for dealing with cases of social misconduct, and it has been universally welcomed. In determining whether the Service has a duty to intervene in the personal lives of its personnel, Commanding Officers at every level are invited to consider each case against the following Service Test:

Have the actions or behaviour of an individual adversely impacted, or are they likely to impact, on the

efficiency or operational effectiveness of the Service?"

A management review of these changes, coupled with soundings by Second Sea Lord's Personnel Liaison Team and the RN School of Leadership and Management, have identified very little reaction to them from within the Service. Rather than being viewed as restrictive, the Social Code has been generally welcomed as giving guidance in an area in which it has been traditionally absent. The guidance is nonetheless very broad, and invites Commanding Officers to consider taking action where unwelcome attention of a sexual kind, abuse of position of authority or extra-marital or inappropriate relationships threaten the operational effectiveness of a unit.

Reaction to the change in policy towards the employment of homosexuals has been equally muted. The majority of serving personnel appear to have accepted the change, mirroring as it does greater tolerance of the issue in the society in which they live and which they defend. Younger members of the Service appear least troubled by the change; their most commonly voiced concern about shared accommodation has not materialised in practice, and can be addressed if it does. However, no-one can refuse to share accommodation, or discriminate in any other way, purely on grounds of prejudice. Finally, and despite rumour, there are no plans at present to allow same-sex partnerships to benefit from entitlements and allowances available to married personnel.



The Integration of Women at Sea

By Commander Katrine Wreford RNR

There are currently 1000 women filling seagoing billets serving in 47 ships where they make up on average 10-15% of a ship's company. This includes 123 officers, 34 senior rates and 844 junior rates. But when the Royal Navy introduced a sea going liability for female officers and ratings on 1 September 1990, this revolutionary change of policy for the Navy was thought by many, both inside and outside the Service, to be unworkable.

To help monitor the situation, the University of Plymouth (UOP) was commissioned to conduct a series of independent comparative studies which would look at all aspects of sea service. Interviews were conducted onboard all-male and mixed-manned ships with men and women, officers and ratings. Work of this nature requires study over time to generate meaningful results and the first two Reports were completed in 1993 and 1995. Ten years on, Lyn Bryant and her team at the UOP have produced their final report: The Integration of Sea Service: Evaluation Study, which was received in July 2000.

Overall, the report is very encouraging. It concludes that over the intervening ten years women at sea have become progressively more integrated into mixed-manned ships and there is now a far greater acceptance of women at sea. The majority of those interviewed felt either that the operational effectiveness of a ship is not adversely affected, or, that it is actually improved by having women in a ship's company.

Almost all posts in the RN (73%) are now open to women, although Government policy still excludes them from the submarine service, mine clearance diving and RM Commando Units. Two University Royal Navy Unit (URNII) Fast Patrol Boats have been commanded by females and Lieutenant Commander Vanessa Spiller, the first female to qualify as a PWO, has been appointed as the Executive Officer of the type 23 frigate HMS KENT. A number of women have completed pilot and observer training in the IAA and six more females are currently in the training pipeline. Ratings fill the whole spectrum of jobs at sea and the report notes a signifi-



cant increase in the confidence of women in performing their tasks and duties. The professional capabilities of women continue to be unquestioned.

The Study reports there is now a far less hostile

attitude by men towards women serving at sea, and the success of integration is reflected in the significant improvements reported overall by both men and women. This includes the fact that fewer women are claiming to have been victims of harassment.

The Navy's Equal Opportunities awareness training has helped improve attitudes and personnel state that continued EO training whilst at sea would be beneficial. For example, incidents of bullying and harassment are not regarded as widespread, but women report that incidents of unpleasant banter, derogatory remarks and sexual harassment do still occur and further awareness training should assist in eliminating this. Conversely, male Junior Rates still perceive that female Junior Rates have difficulty in doing some heavy work which can result in the unfair allocation of jobs. This still causes resentment amongst men, although it is lessening and will continue to improve with good management and team work.

Concern still remains over personnel conducting a sexual relationship whilst serving at sea, and the adverse impact this can have not only on operational effectiveness, but also on the morale of the ship's company. This concern had already been recognised by the Service and has been addressed by the intro-

duction of the Armed Forces Code of Social Conduct. The Code explains the Armed Forces policy on personal relationships involving service personnel, and gives examples of what is not acceptable behaviour. The Service Test (described in the previous article) will be invoked should it be considered that a relationship or incident has potential to adversely affect operational effectiveness, afloat or ashore.

Ten years on there is a generation of men and women who have trained and worked together serving at sea in the Royal Navy's front line who have never known any other environment, and most state that integration is not an issue for them. Female officers and ratings consider themselves to be professionally no different from their male counterparts and just want to 'get on with the job' and make the most of the career opportunities that have opened up to them.

Despite this positive message, the report has highlighted that a number of areas remain a cause of concern to some personnel. The Royal Navy will continue to monitor these and is committed to addressing them to ensure that this significant improvement in attitudes and behaviour is maintained and built upon in the future, to benefit both individuals and the Service.

By Rear Admiral John Chadwick Flag Officer Training and Recruiting

The pages of this publication are filled with the photographs and accounts of the Royal Navy's diverse activities around the globe, from sustaining peacekeeping operations in Sierra Leone and Kosovo to keeping Saddam Hussein in check in the Gulf region. All of these activities born out of the post Cold War disorder, have thrown up new challenges for our people. Not only do we need to train our personnel for a Service that's "ready to fight and win", but we need to ensure that our people are capable of adapting to the new operational challenges. Coupled with this, we are faced with a climate of increasing pressure on resources, which means that we must further rationalise our training. Also we are having to compete in the recruiting market for young people who are better educated, more sophisticated and more demanding of their employers at a time of low unemployment.

Since the last edition of Broadsheet, the Naval Training and Recruiting Agency has been working at full stretch to meet these challenges. We have completed a review of the naval training estate and are now in the throes of the Defence Training Review that will report to Ministers by March 2001. This work is likely to have a major impact across all defence training.

Yet despite all the constraints, the new millennium is so far going extremely well!

TRAINING

While the pressure to keep the flow of trained people to the Surface and Submarine flotillas is unrelenting, the Naval Recruiting and Training Agency is always searching for ways in which training can be improved. Here is a small sample of exciting new developments in training.

HMS RALEIGH at Torpoint in Cornwall

- **HMS HAVOC:** Damage Repair Instructional Unit No 1 was built in 1987 at RALEIGH and is one of 2 units available for the practical instruction of damage control. (The other one is at EXCELLENT) The unit is better known as HMS HAVOC – the name has no historical link but accurately describes what happens

inside during training! It has just completed a major mid life refit and was re-commissioned in September 2000. It is an exceptional training aid providing a realistic warship environment in action conditions. This includes true-to-life ship motion and freezing cold water pouring in from all directions. It is used primarily for training Ships' Damage Control teams and for new recruits undergoing initial training.

The Royal Naval Submarine School has been re-located to RALEIGH and was ready for training ahead of schedule and under budget (see later article)

HMS EXCELLENT at Portsmouth in Hampshire

- **Fire-Fighting:** at EXCELLENT the build of new Fire Fighting Training Units on Whale Island is complete. These provide totally realistic ship fire fighting scenarios – importantly, they are also environmentally friendly. A unit will also be built in RALEIGH and a further one in Scotland for Tasline based ships and submarines that will be shared with the Strathclyde Fire Brigade.

- **Leadership:** all outdoor Leadership Training is now at *Eal-y-Bont* in the Brec on Beacons and the final phase of development at the Centre was completed in the Summer of 2000 providing a superb, purpose-built facility.

- **Sea Safety:** following considerable demand, a one day Sea Safety Course has been introduced. This is aimed primarily at Royal Marines or temporarily embarked "staff" who will not have to be part of a Ship's damage control team. It provides them with sufficient training in sea survival, first-aid, fire fighting and escape procedures to look after themselves in the event of an emergency without having to rely on others.

HMS DRYAD near Portsmouth in Hampshire.

- **Starling:** the STARLING Trainer became operational at the School of Maritime Operations in September 2000. It is a highly successful Sonar and Anti-Submarine Warfare Operations Room trainer. It draws its name from HMS STARLING, wartime command of the famous Captain Johnny Walker DSO, who

was instrumental in developing tactics that helped defeat the U boat menace in the Atlantic. It can be reconfigured very quickly, to be a Type 22, Type 42 or Type 23 Operations Room—demonstrating the flexibility of modern training simulation.

Warfare Training: another leap forward in Warfare training are the latest additions to the Combined Tactical Trainer. These are the Type 23 Operations Room Simulator and a new Control Room, underpinning and sustaining the well proven Command Team training concept. This new addition to the training facility, which was opened by Vice Admiral Jonathan Band on 30 May 2000, now allows Type 23 Command team training to take place in a fully representative simulator.

Accommodation: New Junior Ratings Single Living Accommodation was opened by Viscount Montgomery on 7th April 2000. The new buildings were appropriately named Gold, Iron and Sword.

HMS COLLINGWOOD at Fareham in Hampshire

CIS Training: in mid 1998, COLLINGWOOD was tasked by COIR to become the lead school for the delivery of Naval Communications and Information System training and now delivers courses encompassing Navy Star, Command Support System, Joint Operational Command System and the essential underpinning generic CIS training to a wide range of naval and tri-service personnel.

This means a dedicated staff of 18 provide for over 3000 students per year.

Computer Based Training: the application of IT to all aspects of training has been the subject of much work over the past 12 months and a number of exciting projects at the very forefront of this kind of technology has been developed. For example a project to provide a sophisticated electronic performance support system for Radar 1007 maintainers is now nearing completion, and this will be trialled at sea as a technology demonstrator for similar systems in the future.

Facilities: recent additions have included a new presentation facility, the Millennium Hall, which replaces the old 1940's temporary theatre, finally demolished in March 2000. In the future, the closure of HMS CAMBRIDGE and transfer of many aspects of close and medium range gunnery training to COLLINGWOOD will see further changes, including a new, state of the art, 4.5 inch Mark 8 Mod 1 gun and simulation. Work is also underway on preparing the site for the relocation of the Special Communications Unit from Leyland.

HMS SULTAN at Gosport in Hampshire

Excellence in Engineering: now the centre for all Marine and Air Engineering Training and the Directorate of Nuclear Science and Technology, SULTAN is the largest naval training establishment in Europe and was proud to welcome a visit by Her Majesty the Queen in May 2000.

Training Highlights: SULTAN is now running at its

highest training load ever, with some 115 Officers undertaking the System Engineering Management Courses in Marine and Air Engineering disciplines whilst for Antificers the new Higher National Diploma course is well underway. At the Mechanics training level life is also very busy, currently running at maximum capacity, with much time spent trying to balance the availability of first sea draft opportunities against a tight training schedule.

BRITANNIA ROYAL NAVAL COLLEGE Dartmouth in Devon

Review of Training: Dartmouth has conducted a complete review of all aspects of Officers' training within the past 2 years. This has resulted in training now being more keenly focused to meet the requirements of the Fleet. All Young Officers are now on a 2 or 3 term training package. The first term is focused on Naval General Training (NGT), including a 2 week induction package followed by an 11 week modular training system. A key aspect of the training is the development of sea sense and maritime awareness. Accordingly the amount of training undertaken on the River Dart has increased.

Initial Sea Training: IST follows on from term 1. This is a 6 week training package in which Officer Cadets sample life in an operational warship living alongside sailors. They have their own Mess Deck and are virtualised with the Junior Ratings, whilst working alongside them. On returning to the College they have a further 6 weeks NGT which develops leadership in more complex scenarios.

Pre professional training: this has now replaced the academic package in the final term. The syllabus to be covered is driven by branch specific training establishments so that, for example, Supply Officers will no longer study Radar and Telecommunications and Ship Technology theory, but will concentrate on the development of branch core skills.

Equality of Training: completing Dartmouth training in 3 terms now places Graduate Entry, Naval College Entry, Upper Yardmen and Senior Upper Yardmen on an equal footing with regard to training received. This is important in today's batchless, zoneless promotion structure. A small percentage of cadets, who demonstrate above average naval knowledge and impress within the first couple of weeks of training, can be accelerated through BRNC training in 2 terms, thus delivering them to the Fleet more quickly and reducing time in the training pipeline. Also work has now commenced to introduce an in-service degree for non-graduate rates.

RECRUITING ON THE UP

Things have got better but we can do better still.

The good news is that we are finally starting to close the gap between recruiting targets and achievement. Last year's performance was the best for five years and reflected considerable hard work by recruiters in the field.

The less good news is that the employment market is

working against us. Demographic changes mean that compared to 1985 there are 200,000 fewer young people in the employment pool. Add to this the current high level of employment and our recruiters have to work much harder.

We also need to raise our profile to reflect that the Navy now exists in the 21st century. Many people's perception of the Navy is based on repeats of *The Cinsel Sea* and the *Hornblower* novels. Young people in particular need to be convinced that we are not dull and old-fashioned.

The tools which we use to recruit are now starting to reflect this. While still in its infancy, the Navy web site aims to present a dynamic, engaging view of what a career in the Navy really involves. The same applies to our brochures, exhibitions and recruiting publications.

An example of the new approach was the high-profile summer tour of the UK by a group of ships under the title, 'Meet Your Navy'. Our aim was to show the public what life on board offered and to do this we actively involved the media. The success of this campaign cannot be underestimated. In one region almost an entire evening news slot was given over to the visit, with a live broadcast from the dockside. 70,000 members of the public had face-to-face contact with the Navy and almost 4,000 students attended day visits.

A new cinema commercial with supporting press advertisements is also due for launch early next year which will highlight the opportunities that today's Navy offers young people. Once this is completed we will begin work on a new commercial for the Royal Marines.

A very exciting initiative is 'Action Stations', a £11 million project being developed in Portsmouth Heritage Area to show people what today's Navy is like. It is due to open in Spring 2001. 'Action Stations' which was supported with £6 million from the Millennium Commission, has two separate elements. The first, 'See the Navy' aims to show visitors the variety of roles and tasks of today's Navy and involves a wide screen film depicting life at sea and a scenario in which a fictional HMS MONARCH successfully liberates hostages from pirates.

By contrast, 'Be the Navy' involves interactive computer games which aims to challenge visitors with tasks not too dissimilar to real life activities. In addition, a series of floating islands—Bridge, Ops Room, Hightdeck and similar—give an impression of their ship equivalents.

At the heart of 'Action Stations' is a 275 seat auditorium, which will house the biggest screen on the South Coast. We believe that this and the other elements of the initiative will generate

considerable interest in the modern Navy.

and provide the vital catalyst that will encourage young people who visit to join.

Outlets for recruiting publicity have changed significantly in recent years, the arrival of 'lads' magazines like *Front* and *HM* give us greater access to our target audience through advertising and editorials. The fact that our world is appealing to this type of magazine makes it easier to build up good long-term arrangements. An example of this is the working relationship being built with *Front* magazine, which recently completed an article on the Army on patrol in Belize and has now approached us for help on producing an article on a career in the Navy.

Television fly-on-the-wall documentaries can also work. For example, interest in the Royal Marines notably increased following last year's documentary on Channel 4. Because these programs tend to dwell on the 'tough' physical element of joining the forces, they attract young people who want to prove to themselves equal to the challenge. Sadly, their physical fitness does not always match their enthusiasm!

A different tack is the approach we have taken to help recruit more people from ethnic minorities. Recently, we were able to support the West Indies Rugby Squad on their first full tour of England. Members of the Royal Navy Rugby team hosted their first match in London and we sent a mobile recruiting unit to the game. The resulting publicity raised our profile in both the national and ethnic minority media. Royal Navy Rugby League also has gained much good publicity in the north of England and Scotland.

A clear sign of our commitment to recruit more people from ethnic minority backgrounds are the recruitment targets we have agreed in partnership with the Commission for Racial Equality. By 2001/2002 we hope to recruit 5 per cent of recruits from the ethnic minorities, and while we are not yet hitting our targets, results are showing a clear year-on-year improvement.

To help achieve better representation in the Naval Service we have created Ethnic Minority Liaison Teams in London, Birmingham and Manchester and have sponsored sporting activities through the country, principally the Millennium Youth Games,

Kabaddi League and the Hindu Half Marathon.

Other initiatives such as the Young Engineer's Submarine

Challenge, held at HMS SHEPHERD in Gosport, demonstrate how the Navy is working closely with schools and colleges throughout

Great Britain. The challenge was to design and

make a mini-submersible that could be controlled

throughout the year through the HMS DRAKER

underwater to hit a target. The quality of entries was excellent and the originality and diversity of designs proved just how capable young people can be when given the opportunity to prove themselves. Ten teams took part in the competition, with a day at sea with the Royal Navy and £500 for their school's engineering club as a first prize. This prize was won by Birkenhead Sixth Form College with a radio-controlled propeller powered plastic submarine.

In 1999 it was realised that radical steps had to be taken to halt the decline in recruitment of Engineer Officers. It was clear that we had to achieve two objectives - first to get more fish in the pool, which we did by widening the acceptable degree base, second, make the bait taste better, which we did by increasing the value and number of university sponsorships.

The result has been immediate and impressive. As a result of the increased sponsorship the Air Engineering requirement is on target for the next three years and figures for Marine and Weapons Engineers are also looking much more positive.

As I said at the start of this piece, things have improved and are still improving, but we must not become complacent. The Navy must continue to change to attract the most able and motivated young people for the future. It is true that many young people's attitudes to discipline and physical activity are different from

those of previous generations. It is also true that they are better informed than their predecessors are and can bring skills and experience that we need for the modern Navy.

THE FUTURE

Naval recruiting and training cannot afford to stand still and is continuously evolving. The training schools embrace change with enthusiasm and are forever looking for cost effective improvements to meet the training requirements of the Fleet. The next great challenge for us all will be in the Spring of 2001 when the conclusions and recommendations of the Defence Training Review are published. I look forward to the many exciting opportunities this will bring to training in the Royal Navy.

